

ABSTRACT: 2016 ELAM Institutional Action Project Symposium

Project Title: Development of a Johns Hopkins School of Medicine (SOM) Strategic Executive Leadership for Women Faculty (SELF) Program with Sponsorship

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Collaborators: Office of Faculty, Talent Management (TM), Office of Faculty Development Background, Challenge or Opportunity:

Despite providing leadership development courses and networking opportunities for women faculty at the Johns Hopkins SOM, we see that the number of women in high level leadership roles has not substantively improved over the last 5 years. There has not been an increased number of women Vice Deans, Department Directors or Division Directors, and Hopkins lags behind the AAMC data in this regard. As our faculty has grown, the percent of women on faculty has increased to 38% in 2015, and many of our women faculty hold rank at the level of Associate and Full Professor (n=334). We have the pipeline and therefore the opportunity to place these women in leadership roles.

Purpose/Objectives:

This project will create a unique executive leadership program which will take place over 16 months for senior women faculty at the SOM. With our increased number of high ranking women, the establishment of the "SELF" program, will identify and train a skilled and talented pool of women leaders who will be positioned to take advantage of leadership opportunities over the next 5 years. Additionally, as we advance our women faculty to higher levels of authority, we will see a resultant retention of our most talented senior women.

Methods/Approach:

The curriculum of this program will consist of content that is critical to the success of high level leaders, but will also introduce elements which are specific to advancement at Johns Hopkins. We will determine the appropriate curriculum and teaching methods by conducting focus groups of Leadership Program for Women Faculty (LPWF) graduates, and interviewing current leaders. We will review data concerning existing programs. Women who are selected will have the complete support of their Department Director, with an expectation of a new leadership role upon their completion of the course. Additionally with the Office of Faculty, we will be working with the SOM Vice Deans to create an action learning component for all participants. The approach of this program, is to blend an optimal curriculum, with sponsorship from the Department Directors, and visibility in the Dean's office through the action learning component of the program.

Outcomes and Evaluation Strategy:

At the completion of ELAM, I will have the firm financial support for this program. I anticipate having input on the curriculum by interviewing SOM leaders, conducting focus groups of LPWF graduates and reviewing literature. I will have interviewed many Department Directors to garner their support. Additionally I will have met with the Vice Deans to ensure their participation in the action learning component of the program. I will have a timeline for the development of the "SELF" program and I anticipate initiation in 9/2017. I will develop a tracking system to monitor the success of the program.

Development of a Johns Hopkins School of Medicine Strategic Executive Leadership for Women Faculty (SELF) Program with Sponsorship



Barbara Fivush, MD



Collaborators: Office of Faculty, Talent Management, Office of Faculty Development

Background/Challenge

- The number of women in leadership roles at Johns Hopkins has not substantively increased over the last 5 years
- AAMC data confirms that Johns Hopkins lags behind other academic institutions in the number of women Department Directors and Vice Deans
- With increased growth of women faculty in higher ranks at Johns Hopkins, we have a strong pipeline of women for leadership positions

Purpose/Objectives

- Create a unique “Strategic Executive Leadership for Women Faculty (SELF) Program” with sponsorship
- Identify and train a skilled and talented pool of women leaders who will be positioned to take advantage of leadership opportunities over the next 5 years
- Increase retention rates of women faculty by focusing on advancement

Methods/Approach

- Curriculum will consist of content critical to the success of high level leaders and will contain elements which are specific to the environment at Hopkins
- Appropriate curriculum will be determined by conducting focus groups, interviewing senior leaders at Johns Hopkins, and survey of external leaders. Additionally review of existing programs will inform curriculum
- A study of potential sponsors and protégés underway to inform how sponsorship will be incorporated into the curriculum
- Action learning component to be incorporated into program with the support of the Vice Deans as Action Learning Leaders

SELF Program Components

Curriculum	Action Learning	Executive Coaching	Leadership Interaction
Budget preparation, fund raising	Vice Deans will identify Action Learning projects that have importance to Johns Hopkins Medicine	Each participant will be assigned an internal or external executive coach	Courses for the cohort will begin with 60 minute sessions with various members of JH executive leadership
Economics of Clinical Operations	The cohort will be divided into two teams and be assigned a Johns Hopkins Action Learning leader to provide support and feedback	Relies on 360 degree feedback instrument using JH leadership competencies for reference	Leaders share insights from their own journeys and answer questions from cohort
Negotiation and Influencing	In teams, participants engage in the project over a 14 month time period	Coach will assist participants to process their learning in the program and how they are applying it on the job	
Other topics TBD based upon needs assessment	Action Learning coaches will help participants process their learning		

Roles and Responsibilities

Role (Name or position at JHM)	Responsibility
SELF Program Director Barbara Fivush	Oversee all aspects of program design, implementation and measurement of outcomes.
SELF Program Consultant	Assist Program Director with design, implementation and measurement of outcomes of the program
Executive Sponsors Department Directors and Division Chiefs	Overall sponsorship of participant from their division/department. <ul style="list-style-type: none"> • Nominate their candidate for the program • Attend briefing sessions about the program • Support the participant through the program, including attending presentation of Action Learning projects at ABMF and cohort celebration • Help secure leadership role for participant upon program completion
Action Learning Leaders Vice Deans	Vice Deans to serve as Action Learning leaders <ul style="list-style-type: none"> • Identify project for teams • Provide coaching and feedback to team throughout Action Learning process • Sponsor the teams when they present their projects to ABMF
Action Learning Coaches Senior leaders across JHU and JHM	Leadership representatives who interact with Action Learning projects and provide support, coaching, feedback and overall guidance to the Action Learning teams.
SELF Program Advisory Board ELUMs and Office of Faculty Development (OFD), others TBD	A group of leaders to advise the program including application review and selection of cohort, curriculum design, and program outcomes. Includes all ELUM's, faculty members of the Office of Faculty Development (OFD) and other institutional leaders.
Instructors Staff TBD from JHU Faculty, Talent Management, OFD, and external resources	Provide instruction in the curriculum portions of the program

Timeline

2016	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
	Timeline and Proposal		Stakeholder focus groups and interviews (needs assessment)		Present results of Needs Assessment	Develop curriculum and program content plan				Publicize program with senior leaders in SOM		Request Nominations
	Literature review		Survey GWMS colleagues		Present program to Vice Deans	Solicit Advisory Board members	Contact ELUM to discuss use of survey tool	Brief AL Leaders on their role	Secure Action Learning coaches and brief them on their role		Present program to ABMF	
	Sponsorship study											
2017	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
	Plan program logistics	Deadline for nominations	Evaluate nominations and notify cohort	Finalize course content and secure topics for Action Learning Projects					Kickoff of Cohort I	SELF Program Curriculum-Cohort I Initiate Action Learning Projects-Cohort I		
				Brief department directors in their role as sponsors				Baseline survey of cohort	Initiate 360 degree feedback for cohort			

Outcomes

- Firm financial support for the program
- Input on curriculum via survey of internal and external leaders, information derived from focus groups, literature search and sponsorship study
- Support from the Vice Deans to participate as Action Learning leaders for this component of the program
- Support from Department Directors to nominate and sponsor their women faculty
- Adherence to developed timeline

Summary/Conclusions

Next steps:

- Informed curriculum development
- Solicit Advisory Board members
- Continued collaboration with senior leaders to publicize program and garner support
- Presentation of program to all Department Directors and Deans
- Specific nomination and selection process to be established
- Identification of Action Learning coaches and projects
- Development of survey tool to monitor short and long term outcomes of program
- Anticipate inaugural cohort in 9/2017

The “SELF” program will ultimately result in an increased number of women in leadership roles at Johns Hopkins Medicine, and decrease the leadership gap by gender.